

# 2006 WORKFORCE DIVERSITY PLAN



*Missouri Department of Labor and Industrial Relations*



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# Workforce Diversity Policy Statement

The Department of Labor and Industrial Relations is a workforce diversity employer dedicated to the principles of fairness in all personnel management transactions. Each of the divisions and agencies operating within the Department joins in this effort to promote the principles of fair employment, equal opportunity and equal access to services.

We recognize that both vigorous enforcement of the laws against discrimination and voluntary affirmative efforts are necessary to overcome the effects of discrimination. Therefore, it is the policy of the Department of Labor and Industrial Relations to provide equal employment opportunity to applicants and employees without regard to race, color, religion, sex, age, national origin, political belief, veteran status and physical or mental disability.

The Department is firmly committed to full and positive compliance with all federal and state regulations which forbid discrimination in the delivery of services to all applicants served by the programs of the Department.

This policy and the Workforce Diversity Plan shall be adhered to by all staff. Supervisory and management staff shall assure that the intent, as well as the stated requirements, are implemented in all employee regulations and personnel practices. This plan serves as a base document to monitor results throughout the year.

Through this commitment, the Department's Workforce Diversity Plan, this policy and its principles are integrated in the Department's business objectives.

The plan will be distributed to key department personnel and will be made available to any applicants, department employees or other interested parties requesting to view the program.



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Matt Blunt, Governor  
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# Summary

The Missouri Department of Labor and Industrial set out affirmative measures and strategic goals in 2006. Its design was to address underutilization within the division/agencies of the department. Areas of concentration focused on the department's recruiting and retention. The Department recognizes that preferential hiring on the basis of minority status or sex would be unlawful, even as a means of addressing underutilization of historically excluded people, except as a numerical remedy ordered by a court.

Accordingly, the Department will undertake a vigorous program of affirmative recruitment for historically excluded people in all job categories in which they are found to be underutilized.

Regardless of whether or not such underutilization currently exists, the Department will conduct an expanded program of open recruitment in all positions to avoid the possible discriminatory effects of informal job networks and similar systems.

In the area of recruiting, the Department seeks to participate in job fairs throughout the state of Missouri. Human Resources, once aware of upcoming job fairs, expos and all recruiting opportunities involving the Department, will provide sufficient notification to all divisions. Divisions will then inform Human Resources of vacancies and potential vacancies. Recruitment efforts shall focus on specific skills and abilities required to fill vacancies.

These measures were not met in 2006. Human Resources received notifications of potential vacancies, however the major budget constraint severely hindered the agency's ability to travel and actively recruit. As a result, Human Relations was not granted approval to attend any of the twenty-four known recruitment events in the state of Missouri. The Division of Workers Compensation, however, sent a representative to the Kansas City Missouri Bar's Heartland Diversity Job Fair.

The Department seeks to add a diversity component to the existing performance review for managers and supervisors. The department accomplishes this objective by requiring mandatory diversity training to all department employees. Recognizing the value of employee security and overall employee welfare, the Department has placed greater emphasis on highlighting the employees benefit package.

The Department seeks to enhance awareness of career opportunities available within the Department. This was accomplished by posting promotional vacancies in accessible viewing areas such as the Jefferson City, Kansas City, Springfield and St. Louis facilities. However, under the pressure of the department having to reduce spending, the majority of promotional hiring was suspended. Exceptions were made only in critical need areas.

The Department seeks to establish relationships with private businesses and organizations to assist in revitalizing current recruitment methods. In addition, recruitment efforts will seek to include non-traditional sources (churches, community centers, junior colleges, technical schools). Available information indicated that we did not effectively utilize non-traditional sources as listed in 2006.

The Department devised an action plan to train Department and division management on how to use the Department's workforce diversity plan for recruitment and retention strategies; Enhance awareness of career opportunities available within the Department; Work closely with division management and state diversity recruiter to recruit qualified minority and women candidates; Establish relationships with private businesses and organizations to assist in revitalizing current recruiting methodologies; Increase usage of the performance management system as reinforcement in coaching managers to improve working relationships among diverse cultural groups; Provide a higher level of diversity training for managers; and target non-traditional events and publications for the recruitment of minorities.

An Action Plan was developed to increase awareness of career opportunities available by enhancing the electronic bulletin board for posting of all department job opportunities. The Department achieved this goal by posting vacancy announcements on the internal intranet web site and the external internet web site. We also investigated establishing a mentoring program for professional development of staff and improving working relationships among diverse cultural groups.

## **DEPARTMENT'S EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY STATEMENT**

The Department of Labor and Industrial Relations, in conforming to the Governor's Executive Order 94-03, Article III and the Department's EEO Policy Statement, will maintain a policy of equal employment opportunity. The Department will comply with the letter and spirit of the law to ensure that all individuals have an equal opportunity to compete for and obtain employment based on their skills, knowledge and abilities for a particular position, without regard to such non-merit factors as race, color, religion, national origin, sex, age, mental or physical disability, political affiliation or opinion.

The Workforce Diversity Plan shall provide assessment and monitoring of all services to the public to ensure fair and impartial treatment. It shall provide assessment to major personnel processes to eliminate discrimination in recruitment, selection for appointment, work assignments, promotions, training, benefits, disciplinary actions, grievance procedures and all other personnel actions affecting department employees.

Through affirmative action, the Department will take positive steps to eliminate any inequities that may exist both in its delivery of services to the public and within its own organization.

### **B05-00500 Equal Employment Opportunity - Introduction**

This portion presents the DOLIR Equal Employment Opportunity and Workforce Diversity policy. It also provides federal regulations regarding the Civil Rights Act of 1964 and Discrimination Because Of Sex. The Department's policy regarding sexual harassment is presented followed by employee discriminatory practice grievance procedures. Additional procedures relevant to Equal Employment Opportunity (EEO) are included also.

### **B05-00505 Policy**

The Department of Labor and Industrial Relations (DOLIR) is committed to the principles and enforcements of the Civil Rights Act of 1964 and all subsequent amendments which prohibit discrimination on the basis of race, color, gender, national origin, age, disability, religious, and political beliefs. It is the full intent of DOLIR to comply with federal and state laws, regulations, and guidelines in its employment practices and its services to clients. DOLIR is committed to a Workforce Diversity Plan that will ensure the full utilization of all qualified applicants and employees to their full potential. Each supervisor, manager, and division director is responsible for understanding, communicating, and enforcing this policy.

## **DISABILITY STATEMENT**

The Department of Labor and Industrial Relations, in keeping with its commitment to diversity, recognizes that the people with disabilities bring abilities and skills vital to today's workplace. The Department supports the Americans with Disabilities Act (ADA) through its policies and recruitment efforts.

# Statutes, Orders, Departmental Policy References

## GOVERNOR'S EXECUTIVE ORDER 94-03

WHEREAS, the Constitutions of the United States and of the State Of Missouri afford to all persons equal protection under the law; and

WHEREAS, the Congress of the United States and the General Assembly of the State of Missouri have enacted legislation prohibiting discrimination in public accommodations, housing and employment on the basis of race, sex, religion, national origin, age, color, disability, or veteran status; and

WHEREAS, personnel practices and procedures within the executive branch of the State of Missouri should not discriminate, through disparate treatment or disparate impact, against anyone, in violation of any federal or state civil rights statute, executive order, rule, regulation, or judicial decision; and

WHEREAS, the employment practices of the State of Missouri and the operation of its services and facilities should serve as a model for business, industry, and labor;

NOW, THEREFORE, I, Mel Carnahan, Governor of the State of Missouri, in recognition of the obligations of the State of Missouri and by virtue of the State of Missouri, do hereby promulgate the following Code of Fair Practices for the Executive Branch of State Government.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson, on this 14th day of January, 1994.

### ARTICLE III Affirmative Action Council

Each department director shall designate an individual to serve on the State Affirmative Action Council, hereinafter referred to as the "Council." The Council designee shall be the chief liaison to his or her department concerning equal employment opportunity and affirmative action issues. The Council shall meet quarterly and be chaired by the State EEO Officer. The Council shall work to ensure that all employees of the State are educated on issues involving diversity. The Council designees shall occurrences or recommendations with report any changes, trends, new respect to affirmative action to their respective departments. The Council shall make such recommendations as it believes necessary to the State EEO Officer to assist in the implementation of this Order, The Council will be a vital component for assisting the State EEO Officer in formulating policy and issues that affect affirmative action in the executive branch of state government.

### ARTICLE IV Affirmative Action Program

The Affirmative Action Program will demonstrate the State of Missouri's good faith efforts to eliminate any potential discriminatory barriers to employment, while enhancing the State's effort to provide equal employment opportunity and affirmative action. The Program shall: (1) ensure affirmative action awareness before hiring decisions are made; (2) prohibit the departments in the executive branch from engaging in unlawful discriminatory practices; (3) prohibit quotas unless mandated by Federal law; and (4) place a strong emphasis on recruitment, retention, and upward mobility as vehicles to enhance the State of Missouri's work force through equal employment opportunity and affirmative action.

## **ARTICLE V Affirmative Action Plan of Implementation**

By March 1, 1994, each department shall file with the State EEO Officer a revised Affirmative Action Plan of Implementation. The primary responsibility for developing the Affirmative Action Plan will rest with each department director. The departments shall file a revised Affirmative Action Plan once a year and shall make statistical updates every six (6) months. The times and dates for the submission of the Affirmative Action Plans shall be determined by the State EEO Officer. The State EEO Officer shall review each proposed plan and approve it if it significantly complies with the provisions and purposes of this order.

Each Affirmative Action Plan shall contain the following items: a departmental policy statement on Equal Employment Opportunity and Affirmative Action; identification of the person who will be responsible for implementation of the Affirmative Action Plan within the department; a statistical utilization and availability analysis which will contain a work force analysis, job group analysis, and availability analysis; identification of underutilization; goals and timetables for the present and the future; identification of problem areas and corrective action; an internal audit and reporting system; internal grievance procedures and Affirmative Action Plan support documents; a description of department recruiting practices currently used to diversify the department's work force; and identification and implementation of diversity training needs within the department. Each department may address other relevant issues as it sees fit.

The Office of Administration shall include in its Affirmative Action Plan of Implementation procedures to assure that all tests for employment and promotion administered by the Division of Personnel are nondiscriminatory.

During 1994 only, the first year of this Order's implementation, departments may choose to submit the Affirmative Action Plans (the policy non-statistical components of their statement, responsible person, grievance procedures, description of diversity recruiting practices and diversity training needs), by March 1, and the statistical components by July 1. A department which chooses to meet the requirements of this Order under this paragraph should file a copy of its latest EEO-4 report with the non-statistical portion of its Affirmative Action Plan by March 1, 1994.

If the State EEO Officer determines that a department's Affirmative Action Plan does not meet the requirements of this Order, he or she shall report the same to the Commissioner of Administration and the Governor, who shall take such action and offer such assistance as they deem needed to ensure that the department develops and files an Affirmative Action Plan which meets the requirements of this order.

## **ARTICLE XV Publication and Posting**

Policies, procedures, and communications relating to this Order shall be distributed to all departments. Each department shall make a copy of the Affirmative Action Plan of Implementation accessible to employees at all offices and facilities.



# Compelling Governmental Interest

The Missouri Department of Labor and Industrial Relations represents the state of Missouri. The programs of this department vary to include ensuring an income for workers to offset the loss of a job because of an injury or layoff and enforcing Missouri's anti-discriminatory statutes. Citizens in Missouri, and in some cases, citizens in the United States, are affected by delivery of services by employees of the Department. Therefore, the Department strives to recruit and retain a workforce to best serve the needs of the diverse citizenry. The Department and this plan assist in the selection of a diverse and qualified group of employees to serve the public.

Just as citizens across Missouri differ based on where they live, work and play, citizens differ based on their needs of services. Missouri citizens who make use of programs want to be assured that they are served by individuals who are sensitive to their needs.

Delivering services not only means performing an act or providing a service. It includes developing program policies and guidelines; supervising the case management of individuals and working to ensure legislation and regulations are upheld and are appropriate. This will ensure that all Missourians receive the optimum in services from the state.

The Department does not utilize the workforce diversity plan to discriminate. The plan is used as a guide in assisting in the selection of qualified individuals. The Department has attempted to recruit and maintain diversity within its workforce and has had continued difficulty attracting and maintaining a diverse workforce through more conventional means. The concept of equal employment opportunity has not been successful in helping the Department establish the necessary diversity needed in the workforce. The Workforce Diversity Plan, through scrutiny of availability of qualified individuals within the reasonable recruitment area, is assisting the Department in establishing a recruitment plan. The Department is able to analyze the labor market area and set goals tailored to the position and existence of qualified individuals within the respective recruitment areas. The analysis and recruitment efforts are assisting in the increase in the availability of qualified minorities and females within the pool of available candidates.

The Department does not require managers to select minorities or females in specific positions. It encourages the selection of minorities and females in positions where underutilization is reflected. The Department allows race and sex to be utilized under these circumstances only as one criteria. The applicant must be qualified for the position and must be able to carry out all functions of the position. The Workforce Diversity Plan exists to address historically underutilized individuals, of which females and people of color are foremost. Diversity is not limited to race and sex, but includes age, disability, veteran status, religion along with other issues.

The services and programs provided establish a compelling governmental interest to utilize the Workforce Diversity Plan.

# Disclaimer

The Workforce Diversity Plan is an active means of recruitment to establish a workforce mirroring the citizenry of Missouri.

The Department's objectives are not developed or administered as quotas, nor are they administered in a manner which discriminates in hiring, appointing or promoting an individual on the grounds of race, color, religion, sex or national origin.

Objectives are projected, for appropriate positions, for historically excluded people. Objectives are projected and utilization analyses are conducted on the basis of religion, age, disability and veteran status.

The Missouri Office of Supplier & Workforce Diversity has the database, which contains the information necessary to monitor the statistical data contained in the report.

# Responsibility for Implementation

Ultimate responsibility for achievement of equal employment opportunity in the Department, through this Workforce Diversity Plan and other provisions is assigned to the director of the Department, under both the laws and principles of sound public administration. The director's status in the Department ensures workforce diversity priorities are communicated and implemented. In addition, the director ensures that employees and applicants are aware of the Department's commitment to equal employment opportunity. The policy on equal employment opportunity is incorporated in the Department's Administrative Manual.

Division and agency directors are responsible for directing their respective personnel in implementing the Department's equal employment opportunity program and workforce diversity plan objectives.

## WORKFORCE DIVERSITY RESPONSIBILITIES

### Designation of Equal Employment Opportunity Officer

The Department's Chief of Human Resources is responsible to the Department director with full responsibility, authority and staff support to develop, implement and monitor the workforce diversity plan as it relates to the Department's staffing and service.

The Governor's Executive Order 94-03, Code of Fair Practices for the Executive Branch of Government, Article III states:

### Affirmative Action Council

Each department director shall designate an individual to serve on the State Affirmative Action Council, hereinafter referred to as the "Council." The Council designee shall be the chief liaison to his or her department concerning equal employment opportunity and affirmative action issues. The Council shall meet quarterly and be chaired by the State EEO Officer. The Council shall work to ensure that all employees of the State are educated on issues involving diversity. The Council designees shall occurrences or recommendations with report any changes, trends, new respect to affirmative action to their respective departments. The Council shall make such recommendations as it believes necessary to the State EEO Officer to assist in the implementation of this Order, The Council will be a vital component for assisting the State EEO Officer in formulating policy and issues that affect affirmative action in the executive branch of state government.

The Chief of Human Resources assigns responsibility for the day-to-day operations and implementation of this plan to the Human Relations Officer. The Human Relations Officer serves as the designated Equal Employment Opportunity Officer (EEO). The responsibilities of the Human Relations Officer include, among other duties:

- Development of the Department's written workforce diversity plan as well as the plan updates to conform to all applicable laws and regulations.
- General direction and coordination of programs established under this plan.
- Collection, analysis and proper publication of all statistical data called for in this plan and its guidelines for implementation.
- Preparation of all government reports required with regard to equal employment opportunity in the Department and to the operation of this plan.
- Provide assistance to section heads in need of technical advice or administrative support in meeting their responsibilities under this plan and under applicable equal employment opportunity laws and regulations.

- Establishment of a liaison with non-profit minority and women's organizations which specialize in recruiting minorities and women, maintenance and updating of a list of such organizations capable of producing qualified minority and female applicants for employment by the Department and regular evaluation of the effectiveness of such organizations.
- Annual or more frequent review of employment practices in the Department including review of such related documents as job descriptions, application forms and job announcements to help assure that any practices which are discriminatory are eliminated or corrected.
- Assistance to responsible supervisory and management personnel and in conjunction with the development of affirmative recruitment programs to help achieve their goals under this plan.
- Preparation of an annual report on workforce diversity in the Department for publication.

# Dissemination of Equal Employment Opportunity Policy

The Department's equal employment opportunity policy will be disseminated internally and externally for the benefit of all employees, prospective employees, recipients of services, department suppliers, contractors and the general public.

## INTERNALLY

- The policy statement is contained in all personnel policy manuals.
- The Human Relations office reviews the workforce diversity progress and stresses the Department's commitment to workforce diversity.
- Equal employment opportunity posters are posted in all of the Department's facilities.
- The Organization and Staff Development section presents and conducts the New Employee Orientation Program and Supervisory Training Program. Organization and Staff Development includes, as part of the orientation, the Department's Equal Opportunity Program.

## EXTERNALLY

- Recruitment sources used by the Department, which includes unions, colleges, universities and organizations specializing in the recruitment of historically excluded people, will be informed of the Department's non-discriminatory policy and workforce diversity plan. A summary of the Workforce Diversity Plan is provided upon request.
- Additional steps in dissemination may be taken from time to time by the department director, human relations officer or the chief of human resources.
- Nothing in this plan should be interpreted as invalidating any lawful provision of any contract existing between the Department and a union or other duly established bargaining agent of employees. Conversely, the Department will not be a party to a collective bargaining agreement, or provision thereof, which violates equal employment opportunity laws and regulations to which the Department is subject. The appropriate officials of all unions and other bargaining agents with whom the governmental unit has contacts will be provided copies of the Workforce Diversity Plan.
- All contractors working with the Department will be advised of the Department's policy on non-discrimination and the contractor's obligations. In appropriate instances, the Department may negotiate specific workforce diversity measures in the applicable contract.

# Workforce Analysis

The workforce analysis section is prepared for the Department of Labor and Industrial Relations by using internal data generated by the Human Resources and Information Systems Sections. The Missouri Department of Labor and Industrial Relations employs 891 full-time employees statewide. Total males make up 33.8 percent and females make up 66.2 percent of the department's workforce. White males account for 30.4 percent of the workforce; black males, 2.8 percent of the workforce and other minority males make up .6 percent. White females account for 59.8 percent, black females make up 5.8 percent and other minority females make up .6 percent. The total minority workforce within the Department is 9.8 percent.

DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS BREAKDOWN	
Male	33.8%
Female	66.2%
<u>Males</u>	
White	30.4%
Black	2.8%
Other Minorities	0.6%
<u>Females</u>	
White	59.8%
Black	5.8%
Other Minorities	0.6%
TOTAL EMPLOYEES	891
TOTAL MINORITY EMPLOYEES %	9.8%

# Description of Equal Employment Opportunity Job Categories

**Official-Managerial:** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct department division office, work units and bureaus. They include the following: directors, division directors, personnel officers, employee relations officers, controllers, superintendents, center directors, directors of nursing, children and youth services administrators, medical directors and unit managers.

**Professional:** Occupations that require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training that provide comparable knowledge. They include the following: physicians, social workers, psychiatrists, dentists, psychologists habitation specialists, occupational therapists, case managers, accountants, pharmacists, personnel analysts, lawyers, systems analysts, auditors, chaplains, medical librarians and registered nurses.

**Technician:** Occupations that require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job training. This includes the following: computer programmers and operators, licensed practical nurses, psychometrics, draftsmen, data entry operators, laboratory technicians, dental hygienists, reimbursement officers, fire and safety specialists.

**Protective Service:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. This includes the following: security officers, security guards, lifeguards, fire and safety workers, their supervisors and watchmen.

**Paraprofessional:** Occupations in which employees perform some of the duties of professional and technical in a supportive role which usually require less formal training and/or experience normally required for professional or technical status. They include the following: library assistants, educational assistants, security aides, psychiatric aides, developmental assistants, activity aides, occupational therapy assistants and substance abuse counselor assistants.

**Office-Clerical:** Occupations in which workers are responsible for internal and external communications, recording and retrieval of data and/or information and other paperwork required in an office. This includes the following: clerks, clerk-stenographers, clerk-typists, composing equipment operators, duplicating equipment operators, switchboard operators, data entry operators, mini-computer operators, stores clerks, storekeepers, bookkeepers, personnel clerks and administrative assistants.

**Skilled Craft:** Occupations in which employees perform jobs which require special manual skill and thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. They include the following: locksmiths, automotive mechanics, refrigeration mechanics, carpenters, electricians, painters, plumbers, power plant mechanics, sheet metal workers, boiler operators and stationary engineers.

**Service Maintenance:** Occupations in which employees perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds. They include the following: groundskeepers, laundry workers, laundry supervisors, seamstresses, bakers, cooks, food service helpers, meat cutters, laborers and automotive drivers.



# Job Groups

## JOB GROUP ANALYSIS

The Department of Labor and Industrial Relations uses OA-EEO job group categories. The Department has 203 job titles which have been organized into 18 of the OA-EEO job groups based on job description, level of responsibility and types of expertise the jobs require. Although the Department has attempted to establish job clusters of 50 or more, the Department has offices of less than 20 total workers in its administrative units across the entire state, which makes it impossible to meet the 50 or more criterion.

The Department uses the 18 job group areas described below for its job categories analysis.

### 1 - Officials and Administrators

- 101 Officials/Administrators - This subgroup consists of classifications which contain responsibilities for the organization's executive management. This subgroup includes: directors, wardens, superintendents, deputy directors, division directors, and other administrative executives.
- 102 Managers/Administrators - This subgroup consists of classifications with responsibility for bureau administration. These individuals execute policies or direct individual bureau activities and operations. This subgroup includes: administrators, managers, and assistant managers.
- 103 Managers/Specialized Training - This subgroup consists of classifications with responsibility for managing specialized activities. This subgroup includes: managers with medical, health, engineering, computers and other specialized training requirements.
- 104 Other Managers - This subgroup consists of classifications with responsibility for non-policy making program management, supervision, and other program or project management. This subgroup includes: supervisors, program specialists, management analysts, and other managers not elsewhere classified.

### 2 - Professional

- 202 Auditors/Accountants - This subgroup consists of those classifications with responsibilities for non-managerial accounting and auditing functions. Employees in these classifications may have specialized knowledge and/or training obtained through college training. This subgroup includes: auditors, accountants, and audit supervisors.
- 203 Computer Professionals - This subgroup contains classifications with responsibilities for non-managerial computer activities. Employees in these classifications have specialized theoretical knowledge in computer science or computer operations acquired through college, training institutions or work experience. This subgroup includes: system analysts, programmer analysts, other specialized computer professionals.
- 204 Other Professionals - This subgroup consists of classifications with responsibility for non-managerial professional activities. Employees in these classifications have specialized knowledge obtained through college, training institutions or work experience. This subgroup includes: professional telecommunications analysts, professional business regulation and inspection classifications, and other professional classifications not elsewhere identified.
- 208 Management Analysts/Personnel Analysts - This subgroup consists of classifications with professional management skills, personnel or human resource knowledge, labor relations or training skills. Employees in these classifications have specialized knowledge obtained through college, training institutions or work experience in these related area.



- 213 Attorneys/Hearing Officers - This subgroup consists of those classifications responsible for professional level legal, social science, and religious activities. Employees in these classifications have specialized theoretical knowledge obtained through college and/or law school. This subgroup includes: administrative hearing officers, senior counsels, other attorneys, social science workers and case workers.
- 216 Purchasing Agents/Buyers - This subgroup consist of those classifications working with procurement and related fiscal activities. Work includes approving and consolidating internal procurement of services in a state agency. This subgroup includes: Procurement Officer I and Procurement Officer II.

### **3 - Technicians**

- 303 Other Technicians - This subgroup contains classifications which require a combination of scientific or technical knowledge and manual skill which is obtained through post secondary education or through equivalent on-the-job training. This subgroup includes: electronic technicians, and other technical positions.

### **5 - Paraprofessionals**

- 501 Paraprofessionals - This subgroup contains classifications which include responsibilities of a limited professional, technical, or supervisory nature. This subgroup includes: library assistants, medical aides, child support workers, police auxiliary, welfare service aides, recreation assistants, home-makers aides, home health aides, revenue agents, legal aides and tax examiners.

### **6 - Office/Clerical**

- 601 Clerical Support/Keyboard - This subgroup includes classifications with responsibilities for internal and external communication. The employees in these classifications are required to be proficient in typing and other keyboard skills. This subgroup includes: data entry operators, secretaries, word processing clerks, clerk typists, stenographers, office machine operators and other classifications where typing skills are mandatory requirements for the position. Also includes supervisor of such positions.
- 602 Clerical Support/Non-Keyboard - This subgroup includes classifications with responsibilities for filing, answering the phone, and operating basic office equipment. The employees in these classifications are not required to be proficient in typing or other keyboard skills. This subgroup includes: clerks, receptionists, dispatchers, messengers, hearing reporters, and cashiers.

### **7 - Skilled Craft**

- 701 Skilled Craft Workers - This subgroup includes workers who perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is required through on-the-job training and experience. This subgroup includes: mechanics and repairers, electricians, heavy equipment operators, stationery engineers, skilled machining occupations, carpenters, compositors and typesetters.

### **8 - Service/Maintenance**

- 802 Cleaning/Building Workers - This subgroup includes classifications with responsibilities for the upkeep/care of facilities. Employees in this category may operate machinery. This subgroup includes: general service (custodial) workers, laundry and dry cleaning operators, gardeners and groundskeepers.

- 803 Transportation Occupations - This subgroup includes classifications with responsibilities for the transportation of materials, furniture or equipment. This subgroup includes: bus drivers, delivery personnel and stores clerks.
- 804 Laborers - This subgroup includes classifications with responsibilities for physical or mental work. This subgroup includes: laborers, construction helpers, freight handlers and other related classifications.

## DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS CLASSIFICATION REPORT

The lean job titles that have been identified for the Department have been further reclassified into 18 job categories or job groups based on the State of Missouri, Office of Administration's EEO job classification system. A listing of salary ranges is also included.

### 101 Officials/Administrators

Board Members  
Commission Members  
Commission Chairman  
Deputy State Department Director  
Division Director  
State Department Director

Labor and Industrial Relations Mgr  
(Broadband 1)  
Office Services Coor II  
Occupational Safety & Health Supervisor  
Public Information Administrator  
Research Anal IV

### 102 Managers/Administrators

Chief Administrative Law Judge  
Chief Legal Counsel  
Fiscal and Administrative Mgr (Broadband 2)  
Fiscal and Administrative Mgr (Broadband 3)  
Human Resources Mgr (Broadband 2)  
Investigation Mgr (Broadband 2)  
Labor and Industrial Relations Mgr  
(Broadband 2)  
Labor and Industrial Relations Mgr  
(Broadband 3)  
Research Mgr (Broadband 2)

### 202 Auditors/Accountants

Accountant I  
Accountant II  
Accountant III  
Accounting Anal II  
Budget Analyst I  
Claims Auditor II  
Insurance Financial Analyst I  
UI Auditor I  
UI Auditor II  
UI Auditor III

### 103 Managers/Specialized Training

Chief Counsel  
Computer Information Technical Mgr II  
Mgr of Program Analysis  
Mgr of Technical Support

### 203 Computer Professionals

Computer Operations Supervisor I  
Computer Operations Supervisor II  
Computer Information Spec II  
Computer Information Spec III  
Computer Information Spec IV  
Computer Information Tech Spec I  
Computer Information Tech Sup I  
Computer Information Tech Sup II  
Computer Information Tech II  
Computer Information Tech III  
Data Processing Spec II  
Programming Analysis Supervisor  
Systems Programmer II  
Technical Support Supervisor

### 104 Other Managers

Data Base Admstr  
Designated Principal Asst Department  
Designated Principal Asst Division  
Fiscal and Administrator Mgr. (Broadband 1)  
Facilities Operations Mgr (Broadband 2)

## **204 Other Professionals**

Appeals Referee  
Appeals Referee II  
Claims Technician I  
Claims Technician II  
Claims Supervisor I  
Claims Supervisor II  
Claims Supervisor III  
Contributions Tech I  
Contributions Tech II  
Contributions Supervisor II  
Contributions Supervisor III  
Court Reporter Supervisor  
Court Reporter II  
Disability Program Rep  
Disability Program Spec  
Employment Services Supervisor IV  
Investigator I  
Investigator II  
Investigator III  
Legislative Coordinator  
Mailroom Supervisor  
Mine Safety Instructor  
Occ S&H Consultant I  
Occ S&H Consultant II  
Occ S&H Consultant III  
Occupational Research Anal II  
Occupational Safety & Health Supervisor  
Occupational Health Cnslt WC  
Planner II  
Planner III  
Prevailing Wage Invest I  
Prevailing Wage Invest II  
Prevailing Wage Invest III  
Public Information Spec I  
Public Information Spec II  
Public Information Spec III  
Research Anal I  
Research Anal II  
Research Anal III  
Safety Cnslt  
Safety Cnslt Supervisor  
Special Asst Professional  
Telecommunication Anal II  
Telecommunication Anal III  
Telecommunication Analyst IV  
Workers Comp Mediator

## **208 Management/Personnel Analysts**

Administrative Anal I  
Administrative Anal II  
Administrative Anal III  
Human Relations Ofcr I  
Human Relations Ofcr II  
Management Analysis Spec I  
Management Analysis Spec II  
Management Analyst I  
Management Analyst II  
Management Analyst III  
Personnel Anal I  
Personnel Anal II  
Personnel Ofcr II  
Training Tech II  
Training Tech III

## **213 Attorneys/Hearing Officers**

Administrative Law Judge  
Appeals Referee III  
Assistant General Counsel  
Legal Counsel  
General Counsel  
Legal Advisor

## **216 Purchasing Agent/Buyer**

Procurement Officer I  
Procurement Officer II

## **303 Technicians**

Computer Oper I  
Computer Oper II  
Computer Oper III  
Computer Information Spec I  
Computer Information Technologist Trainee  
Mine Inspector  
Training Technician I

## **501 Paraprofessionals**

Claims Examiner  
Contributions Deputy  
ES Deputy  
Executive I  
Executive II  
Student Intern

## 601 Clerical Support/Keyboard

Composing Equipment Oper II  
Office Support Asst (Stenographer)  
Office Support Asst (Keyboarding)  
Senior Office Support Asst (Keyboarding)  
Senior Office Support Asst (Stenographer)  
Special Asst Office & Clerical  
Workers Compensation Supervisor  
Workers Compensation Trainee  
Workers Compensation Technician I  
Workers Compensation Technician II

## 602 Clerical Support/Non-Keyboard

Account Clerk II  
Administrative Office Support Asst  
Information Support Coor  
Mailing Equipment Oper  
Office Support Asst (Clerical)  
Personnel Clerk  
Senior Office Support Asst (Clerical)  
Stores Clerk

## 701 Skilled Craft Workers

Carpenter  
Composition & Design Supervisor  
Plant Maintenance Engr I  
Printing Services Tech I  
Printing Services Tech II  
Printing Services Tech III  
Printing Services Tech IV  
Printing Services Coor  
Refrigeration Mechanic I  
Telecommunication Tech II

## 802 Cleaning & Building Service

Maintenance Worker II  
Maintenance Worker III  
Maintenance Spv I  
Maintenance Spv II

## 803 Transportation Occupation

Motor Vehicle Driver

## 804 Laborers

Laborer II

### ANNUAL SALARY CODE TABLE

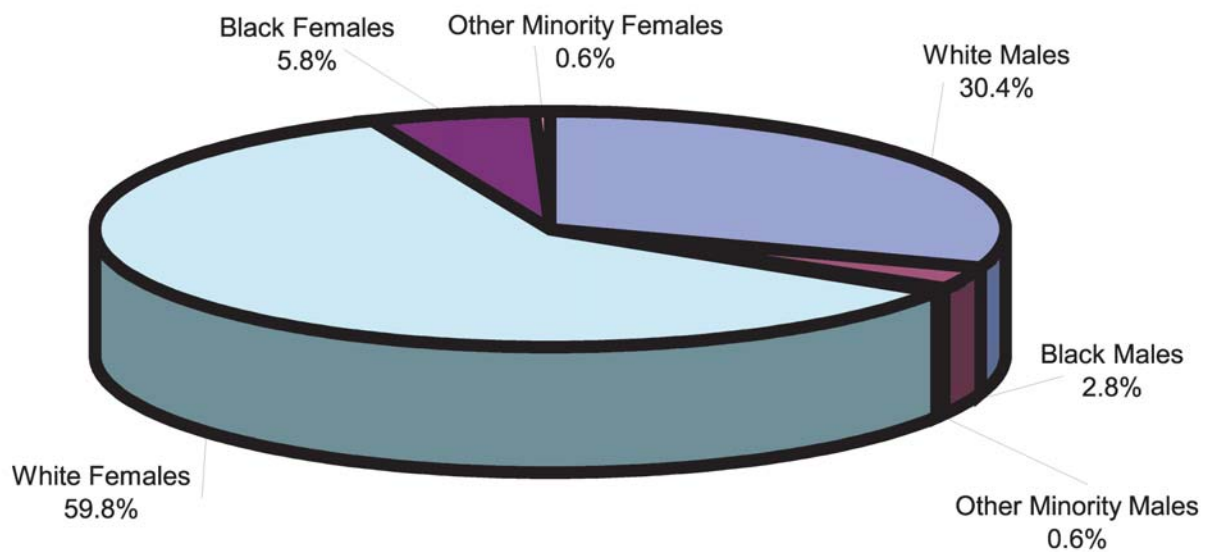
Salary Code	Low Salary Range	High Salary Range
01	\$ 0	\$ 15,999.99
02	\$ 16,000.00	\$ 19,999.99
03	\$ 20,000.00	\$ 24,999.99
04	\$ 25,000.00	\$ 32,999.99
05	\$ 33,000.00	\$ 42,999.99
06	\$ 43,000.00	\$ 54,999.99
07	\$ 55,000.00	\$ 69,999.99
08	\$ 70,000.00	\$ +

# Department Utilization

JOB GROUP	TOTAL Employees	All			Non-Minority (White Males and Females by Group)			Minority Males (Minority Males by Group)			Minority Females (Minority Females by Group)		
		Males	Females	All Minorities	Total Whites	White Males	White Females	Minority Male	Black	Other Minority	Minority Females	Black	Other Minorities
<b>OFFICIALS/ADMINISTRATORS</b>													
Percentage	76	42	34	6	70	39	31	3	1	2	3	3	0
Availability (%)	100.0%	55.3%	44.7%	7.9%	92.1%	51.3%	40.8%	3.9%	1.3%	2.6%	3.9%	3.9%	0.0%
Whole Person Underutilization Number		5	0	1	0	5	0	1	1	0	0	0	1
<b>PROFESSIONALS</b>													
Percentage	645	239	406	70	575	215	360	24	21	3	46	41	5
Availability (%)	100.0%	37.1%	62.9%	10.9%	89.1%	33.3%	55.8%	3.7%	3.3%	0.5%	7.1%	6.4%	0.8%
Whole Person Underutilization Number		75	0	0	2	74	0	1	0	7	0	0	7
<b>TECHNICIANS</b>													
Percentage	6	6	0	0	6	6	0	0	0	0	0	0	0
Availability (%)	100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Whole Person Underutilization Number		0	3	1	0	0	2	0	0	0	1	0	0
<b>PARA-PROFESSIONALS</b>													
Percentage	24	3	21	2	22	2	20	1	1	0	1	1	0
Availability (%)	100.0%	12.5%	87.5%	8.3%	91.7%	8.3%	83.3%	4.2%	4.2%	0.0%	4.2%	4.2%	0.0%
Whole Person Underutilization Number		5	0	2	0	5	0	0	0	0	2	1	1
<b>OFFICE AND CLERICAL</b>													
Percentage	134	6	128	9	125	4	121	2	2	0	7	7	0
Availability (%)	100.0%	4.5%	95.5%	6.7%	93.3%	3.0%	90.3%	1.5%	1.5%	0.0%	5.2%	5.2%	0.0%
Whole Person Underutilization Number		16	0	13	0	14	0	2	1	1	11	7	4
<b>SKILLED CRAFT WORKERS</b>													
Percentage	3	2	1	0	3	2	1	0	0	0	0	0	0
Availability (%)	100.0%	66.7%	33.3%	0.0%	100.0%	66.7%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Whole Person Underutilization Number		1	0	0	0	1	0	0	0	0	0	0	0
<b>SERVICE/MAINTENANCE</b>													
Percentage	3	3	0	0	3	3	0	0	0	0	0	0	0
Availability (%)	100.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Whole Person Underutilization Number		0	1	1	0	0	1	1	0	0	0	0	0
<b>Department Totals</b>													
Percentage	891	301	590	87	804	271	533	30	25	5	57	52	5
	100.0%	33.8%	66.2%	9.8%	90.2%	30.4%	59.8%	3.4%	2.8%	0.6%	6.4%	5.8%	0.6%
<b>TOTAL WORKFORCE</b>	<b>891</b>												

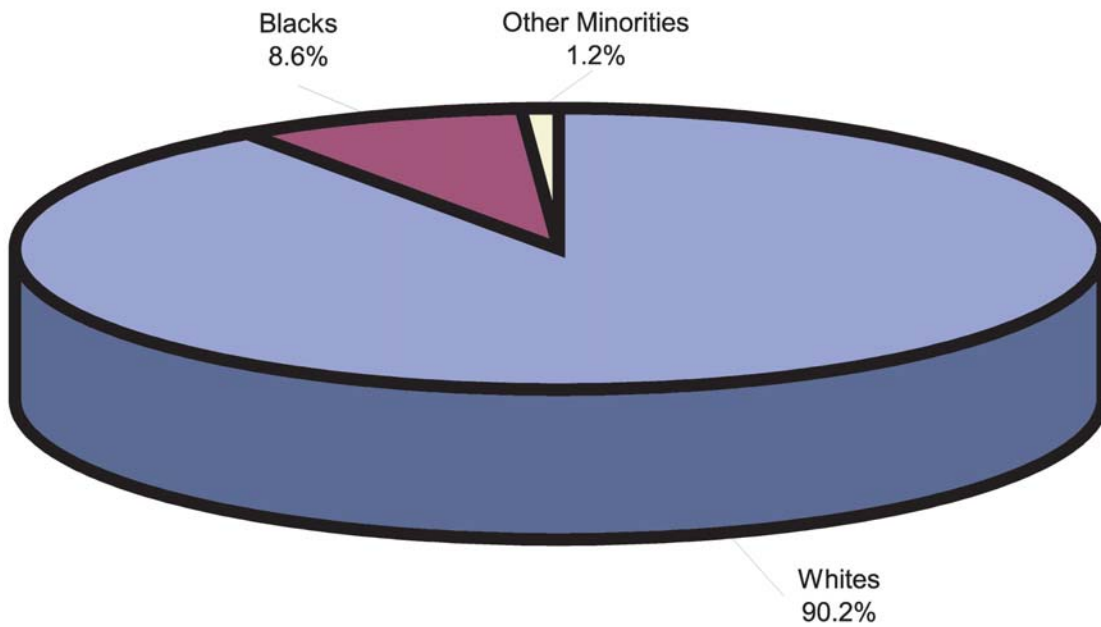
Percent of employment is the Percent of all employees in the EEO category employed by the Department.

**Department of Labor and Industrial Relations: Staff Gender & Race Breakdown  
As of June 30, 2006**

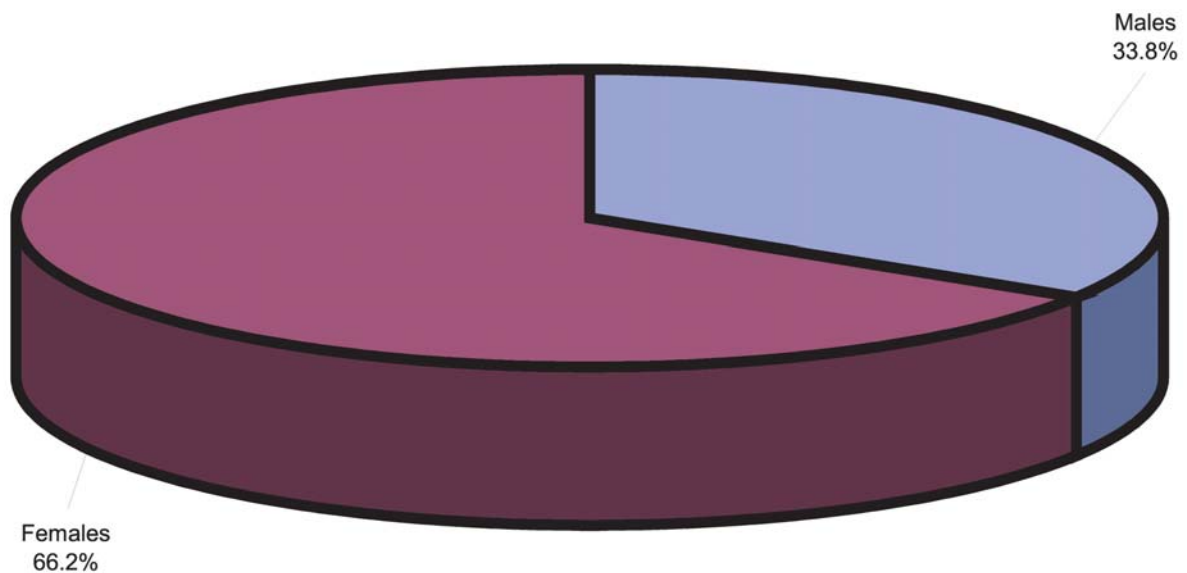




**Department of Labor and Industrial Relations: Staff Breakdown by Race  
As of June 30, 2006**



**Department of Labor and Industrial Relations: Staff Breakdown by Gender  
As of June 30, 2006**



## APPENDIX 1

# Human Resources Policies

## RECRUITMENT AND PLACEMENT

Job opportunities are posted throughout the Department. Job announcements are mailed to college counselors and organizations to encourage minority and female referrals. The Human Resources staff attends career days and college fairs to disseminate information concerning the Department's employment opportunities.

Contacts are maintained with minority state representatives and community organizations which represent minority and female groups. In addition, these organizations are sent job opportunity announcements to encourage minority and female referrals.

The mission of the Missouri Department of Labor and Industrial Relations is to protect wage earners and individuals against discrimination by enforcing anti-discrimination laws. To realize this mission, it is essential to utilize the diverse human resources in the workplace to the greatest extent possible. As such, DOLIR is committed to the principles of fair employment, equal employment opportunity and equal access to services.

One important element is the Department's recruitment program. The Human Resources Section acts as the Department's recruitment arm and provides this service to all divisions.

The recruitment program's objectives are to identify, recruit, assist and match qualified persons to meet the Department's employment needs.

The methods used by the Department in its recruitment efforts are multifaceted and focused in two primary areas. First, it is necessary to develop communities' contacts to assist in the search for talented individuals. Second, it is important that the opportunities within the Department are communicated as widely as possible – Both internally and externally. To achieve the Department's objectives, the recruitment program includes the following methods:

- **Job Fairs.** The Department will participate in area job fairs and expositions to recruit qualified personnel for the Department. For example, the Department plans to attend job fairs which may include but are not limited to the following: Lincoln University, the Black Exposition in Kansas City and St. Louis, the Hispanic Exposition, the National Forum for Black Public Administrators, the Missouri Legislative Black Caucus Foundation and the Urban Progressive Caucus.
- **Employment Assistance.** A variety of service and support will be provided to those recruits who express an interest in working for DOLIR. First, potential recruits will be interviewed to ensure they possess basic qualifications for merit and non-merit classifications used by the Department. This will include a review of the individual's college transcripts and/or work experience. Second, assistance will be provided in filling out applications and scheduling exams. Those individuals making it to the interview stage may be provided with other assistance such as a discussion of the interview structure and process.



- **Marketing.** Employment opportunity within DOLIR will be communicated through diverse media sources such as newspapers, professional journals and the Missouri Great Hires system. DOLIR Employment Opportunity brochures will be distributed through a variety of sources.
- **Retention.** In addition to the challenge of finding and recruiting qualified individuals for employment, the Department believes it is important to retain employees. DOLIR will make every effort to ensure that the work environment is one that is conducive to achieving our goals. Conducting exit interviews and diversity training are two examples of efforts to achieve greater retention.

## **PROMOTIONS**

Internal staffing announcements are publicized by job opportunity announcements or inter-office communications.

The Human Resources section maintains a report "Personnel Transactions" indicating each promoted employee's name, location, job classification, sex and race.

Job vacancy announcements for vacancies are posted on bulletin boards throughout the Department's facilities as well as on the agency's Intranet.

## **TRAINING**

Annually, the Department holds supervisory training, reviews equal employment opportunity and gives guidance in the administration and implementation of the Department's equal employment opportunity program and Workforce Diversity Plan.

## **WORKFORCE DIVERSITY**

The Missouri Department of Labor and Industrial Relations is committed to ensuring that minorities, women, and historically excluded groups are equitably represented at all levels of employment throughout the Department's organizational structure.

The department has instituted a biennial mandatory training participation for all employees in Workplace Harassment Preventive Training and Workplace Diversity Training.

The intent of the workforce diversity policy and plan is to strengthen the organization and improve customer service. It too, will help the Department seek out individuals throughout the organization whose potential has not been fully utilized and assist each person in reaching their full potential. This will help to assure upward mobility for all qualified individuals.

The Department's career development is available to all Department employees including historically excluded employees.

## **LAYOFFS, REINSTATEMENTS, DISCHARGES, DEMOTIONS AND DISCIPLINARY ACTIONS**

Human Resources are responsible for monitoring employee exit interviews, layoffs, disciplinary action and discharges. All employees have the right to file a grievance or complaint with the human relations officer if they dispute a personnel action that is covered by the grievance process as outlined in the agencies grievance procedure policy.

The complaint/grievance procedure assures employees the opportunity to discuss any action taken by a supervisor and to utilize the internal process because of a grievance or civil action taken against the Department.

The Department does not maintain reports on demotions by name, location, sex, race or reason for demotion. The Department identifies employees who are eligible for rehire in the Termination Report by name, position, sex, race and location. Exit interviews are conducted with employees who voluntarily terminate employment with the Department.

## **DRUG FREE WORKPLACE AND HARASSMENT**

The Department recognizes that alcohol and drug abuse adversely affects the health, safety and well-being of citizens in all aspects of life. The Department complies with the Drug Free Workplace Act of 1988, which requires that all federally funded employers issue and enforce, as a condition of employment, policies prohibiting drugs in the workplace. The Department ensures that the implementation of this policy will not have an adverse impact on employees because of their age, color, sex, religion, national origin, disability or veteran status.

It is the policy of the Department to provide all employees with a work environment free from any form of discrimination, including any kind of harassment. These policies are distributed to new employees upon appointment. The Department's General Administrative Manual regards acts of sexual harassment as misconduct and unlawful sex discrimination which can affect males or females, employees or non-employees and will take action to provide appropriate remedies when such harassment is reported or discovered.

Victims of harassment may utilize the Department's discriminatory grievance procedure to bring their situation to the attention of management.

Sexual harassment is a form of employee misconduct which interferes with work productivity and wrongfully deprives employees of the opportunity to work in an environment free from unsolicited and unwelcome sexual overtones. Sexual harassment includes all unwelcome sexual advances, requests for sexual favors and other such verbal or physical conduct. Sexual harassment is a prohibited personnel practice and is a violation of the law.

Sexual harassment exists where an employee exercises or threatens to exercise the authority and power of his or her position to control, influence, direct or affect the job, duties, earnings or career of another employees, prospective employee, or client in order to obtain a sexual favor. It also exists when the conduct in question would tend to create an intimidating work environment or to interfere with an employee's work.

The Human Relations office is available as needed to counsel employees of the Department who believe that they have been subjected to harassment.

## APPENDIX 2

# Other Human Resources Procedures

### GRIEVANCE/COMPLAINT PROCEDURES

The Non-Discriminatory Grievance Complaint Procedure and the Discriminatory Grievance Complaint Procedure Policies are in the employee handbook that is distributed to all Department employees and are available online.

The Discriminatory Grievance Complaint Procedure sets out the method of filing a complaint with the human relations officer.

The Non-Discriminatory Grievance Complaint Procedure sets out the method of filing grievances and outlines the steps involved.

All salaried employees, regardless of position, are given the opportunity to participate in the Department's employee benefits. There will be no disparity.

### UPWARD MOBILITY (CAREER LADDER)

Career planning services are offered by career development staff in the Human Resources Section. Specialized programs have been developed and implemented to provide employee development opportunities and counseling services. Counseling services will include:

- Assisting the employee in defining career goals; and
- Advising the employee of means of developing additional skills and assisting the employee in assessing his or her promotability.

Managers shall encourage and provide opportunities for employees to participate in career counseling, training programs and other activities intended to support upward mobility objectives. Managers also shall make every effort to give assignments that will provide opportunities for employees to increase their skills and enhance their chances for promotion.

### EVALUATION OF PROGRAM BARRIERS

The major objective of the Department's equal employment opportunity program and workforce diversity plan is to identify and remedy the barriers that may exist for historically excluded people in recruitment, hiring, promotion, transfer, discipline and discharge.

The Department will establish quantitative and qualitative monitoring procedures to reach the overall objectives of the program. These procedures include but are not limited to:

- Review the Department facilities to ensure all equal employment opportunity materials are properly displayed.
- Train newly appointed supervisors in equal employment opportunity and interviewing techniques.
- Review internal training participation each month to ensure all employees, including minorities and females, are receiving training benefits.
- Conduct and review voluntary exit interviews to look for any patterns of employment that would affect the equal employment opportunity program.
- Review reports to determine success of utilizing minority and female employees.

## CAREER DEVELOPMENT

To some extent, achievement of equitable distribution of historically excluded people throughout all job classifications in the Department as projected in goals and timetables, will be the result of initial assignments, subsequent transfers, promotions and training.

To assure that historically excluded people are given access, affirmatively, to all positions and all lines of progression within the Department, the following policies and practices shall apply:

- Initial referrals for job interviews in hiring units will be made with deliberate consideration of workforce diversity objective, under procedures developed by the director in consultation with the equal employment opportunity officer.
- All persons directly involved in the interviewing process and in decisions regarding assignments will be given specific orientation concerning this policy.
- All employees will be permitted to apply, through transfer and promotion for higher or more favorable (from a career perspective) positions in the Department without advance approval by, or notice to the present supervisor.
- A career counseling program will be established to assist employees in achieving career advancement. Emphasis will be placed on advancement into positions in which historically excluded people have been excluded or significantly under represented.
- In-house training and similar programs will be reviewed periodically by the equal employment opportunity officer and Organization and Staff Development supervisor for possible modifications or expansion to better achieve the purpose of this plan.
- The director, in conjunction with human resources, will develop a specific career ladder as a specific measure to help assure that historically excluded people will not be improperly relegated to "dead end" jobs, as well as generally sound personnel management procedures.
- A comprehensive upward mobility program will be established by the director, in consultation with the human relations officer.

## MONITORING PERFORMANCE

The Human Relations office will review all of the above records at least annually to assure compliance with all aspects of this plan and inform the director regarding compliance with the plan and progress toward its objectives. The annual report, and such other periodic reports as may be deemed appropriate, will include recommendations for any changes the director believes are necessary for the program to better achieve its purpose.

The annual report on workforce diversity and other appropriate reports will be circulated to all supervisory and managerial personnel in the Department. Contact is made with each supervisor or unit head, whose unit appears to have significant deficiencies in workforce diversity, seek explanation for these deficiencies and offer assistance in overcoming them where appropriate.

Following are specific areas of concern:

1. Applicant flow, by race, sex, national origin and source of applicant (e.g., response to vacancy announcements, word-of-mouth, advertising in journals, etc.).
2. Hires by race, sex and national origin.

3. Initial placement after hired, section to which assigned and position by race, sex and national origin.
4. Transfers and promotions by race, sex, national origin, position and section for which transferred or promoted.
5. Voluntary and involuntary terminations, by race, sex, national origin, type of termination and reason.

## APPENDIX 3

# Selection Process

No person shall be denied employment with the Department of Labor and Industrial Relations solely on the basis of race, creed, color, sex, national origin, age, religion, disability or veteran status. No selection devices or practices shall be utilized which result in unlawful discrimination at any point in the selection process.

A majority of the positions within the Department are filled through the selection of individuals who have passed appropriate examinations and have been certified by the State Division of Personnel for appointment or promotion. All those considered for the position must rank in the top 15 percent depending on the age of the register. For most positions in the Department, the selection procedure consists of the personal interview, an evaluation of education and experience and past job performance.

All selection procedures must be job related and conducted in such a manner that all applicants are evaluated on the same criteria to assure that all have an equal opportunity for employment or promotion. The manager or supervisor responsible for the selection shall develop interview questions designed to evaluate the knowledge, skills and abilities required to perform the duties of the position. Structured interviews shall be conducted for all positions in accordance with the Department's procedures.

Managers and supervisors of the Department shall select for appointment or promotion in accordance with the workforce diversity objectives, provided that they rank in the most qualified group of applicants in the selection process.

Elements and results of the selection process will be reviewed by the personnel director and human relations officer. These individuals will review selections for appointment and promotion where a qualified historically excluded applicant is available and the affected work unit is underutilized in the job class in question and for all positions where a qualified historically excluded applicant is available.

Results, problems, adverse trends or patterns obtained as a result of any of the above procedures will be reported to the appropriate director who, in turn, will inform subordinate management as necessary. The appropriate division director also will be advised of any selection practices which does not assist in meeting the Department's workforce diversity objectives and of more effective alternative procedures. The division director will take corrective action as required.

The Department director also will be advised of each agency or division's progress in achieving hiring objectives. Agencies or divisions consistently unable to achieve their objectives in spite of the availability of affected group members will be brought to the Department director's attention in order that corrective action may be taken.

# Glossary

To provide the reader with a basic knowledge of elements common throughout this document, the following definitions and explanations are provided.

## **Equal Employment Opportunity**

The condition whereby all employment processes and circumstances operate to afford an equitable opportunity to all individuals, irrespective to non-merit principles such as race, color, sex, religion, national origin, ancestry, age, disability status (except when any of these factors is an existing bona fide occupational qualification) or political affiliation (except for certain specified employees in the unclassified service).

## **Workforce Diversity**

Workforce diversity is characterized by positive activity initiated by an employer which contributes to equal opportunity for all individuals. The term “workforce diversity” is best understood in relation to “equal opportunity” i.e., equal opportunity can be stated as a condition and workforce diversity as a means by which the condition is achieved. Workforce diversity thus includes all the various methods through which equal employment opportunity for historically excluded people is made a reality. Underlying the term is a tacit recognition that positive action is presently required both to ensure against discrimination in employment and to remedy the effects of past practices. If progress is to be made for historically excluded people, nothing less than workforce diversity must be taken.

## **Career Ladder**

A career ladder is a series of job classifications in which an employee can advance through training, lateral transfers, and/or on-the-job experiences to successively higher levels of responsibility and salary.

## **Protected Groups**

As popularly used, the term protected groups refers to historically excluded people whose members have been subjected to large scale employment discrimination in recent years. Title VII, however, protects any person who is discriminated against because of his or her race, color, religion, sex or national origin. Disabled individuals, persons above the age of 40, and Vietnam veterans are protected classes under other laws and regulations.

## **Underutilization**

Employment of members of a race, ethnic or sex group in a job or job group at a rate below their availability. The concept of underutilization includes any numerical disparity and is not limited to the 80 percent rule applicable to concepts such as adverse impact.

## **Upward Mobility**

An upward mobility program includes policies, goals and activities to facilitate career opportunities for employees who are in a dead-end class series or who are underutilized and have demonstrated the aptitude and potential to advance to higher levels.

## **Utilization Analysis**

An analysis conducted by an employer to determine whether historically excluded people are employed in each major job group at a rate consistent with the availability of qualified historically excluded people in the relevant labor market for positions covered by each job category.

## **Workforce Analysis**

According to the U.S. Department of Labor, “A listing of each job title as it appears in applicable payroll records (not job group) ranked from lowest paid to highest paid within each Department or other similar organizational unit including Departmental or unit supervision.”

## **Workforce**

A workforce is made up of a group of individuals employed by the state, a Department or a Departmental division.

## **Career Progression**

Established in accordance with 1 CSR 20-3.010 (7) (B) 3, is intended to provide agencies with increased managerial flexibility and reduce expenditure of agency staff time and resources. The use of career progression allows a promotion to be effected in an efficient manner when a particular employee, based on past performance, program knowledge or special skills, is best suited for the promotion. The need to announce an exam, request a certificate, determine availability and interview candidates is eliminated.